

ANNUAL REPORT

Fiscal Year 2022:

July 1, 2021 – June 30, 2022



MESSAGE FROM CEO
MARLENE WARNER

OUR TEAM

PROBLEM GAMBLING
& GAMING
TRAININGS AND
PROGRAMS

GAMESENSE



GAMBLING
& GAMING
RESOURCES

INSTITUTIONAL
& CORPORATE
PARTNERSHIP
SERVICES



The Massachusetts Council
ON GAMING AND HEALTH
We Understand the Problem. We Can Help.



**PLAY MY WAY
PROGRAM**

51° 5:33
22 NEWS
WWLP.COM



A Message from Chief Executive Officer Marlene D. Warner



Dear Friend,

The Massachusetts Council on Gaming and Health (MACGH) is quickly approaching its 40th anniversary – and I am beyond grateful for the incredible individuals who make our work possible. The past 12 months have brought seismic shifts, such as the expansion of legalized gambling with sports betting and significant opportunities to further trailblaze the industry. Our team continues to spearhead a people-first, data-driven model

for gambling advocacy and services. And these efforts are gaining ground among national and international stakeholders.

This year, MACGH had the honor of hosting the National Council on Problem Gambling's (NCPG) 36th Annual Conference in the Boston Seaport District in its 50th Anniversary year. After many months of Zoom webinars and events, it was lovely to see everyone in person! Over 670 attendees from healthcare, research, government, and recovery spaces came to discuss emerging issues, share best practices, and connect. I couldn't be more proud or grateful to the MACGH team, who prepared conference details and facilitated events. Several MACGH staff members also presented workshops on cutting-edge clinical supports, gambling advocacy, and how gaming disproportionately impacts certain communities. Together, we showcased the very best of MACGH.

Player health remains a critical facet of our day-to-day mission. In collaboration with the Massachusetts Gaming Commission, Play-My-Way has rolled out at all three state casinos. This free budgeting tool lets patrons track their spending during visits. We hope this voluntary program offers yet another avenue for encouraging safe, healthy play and a strategy for other states to adopt.

Establishing such support is more important than ever as we consider legalized sports betting. The state legislature took the time for thoughtful discussions around this monumental news. Legalizing sports betting offers greater transparency and several new protections for players. However, from what we've seen so far, first-time, younger sports bettors are especially vulnerable to gambling problems on these new platforms — and can hit rock bottom faster. Our team anticipates that we will see an uptake of Bay Staters seeking the Mass. Council's services as these audiences increasingly gamble online. Innovative approaches are key to reaching these audiences and offering help to those who need it. MACGH remains a committed voice in building and maintaining iron-clad consumer protections.

The prospects and possibilities are exciting at MACGH as we look to the months ahead. We value our partnerships, local and global, new and old, that power our research, programming, and advocacy. We are also grateful for the policymakers and legislators prioritizing funding for gambling-related services. We are thankful to supporters like you who propel our impact to greater heights.

Yours, in service,

A handwritten signature in black ink that reads "Marlene D. Warner". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Marlene D. Warner, CEO

“
...the Mass. Council's research and advocacy have picked up significant traction beyond the Bay State, reaching national and global audiences.”



Dear Friends,

This past year has brought remarkable changes to the intersection of public health and gambling. We have seen the advent of expanded gambling with the legalization of sports betting here in Massachusetts. The Mass. Council continued in the vanguard of supporting responsible gambling initiatives, such as rolling out innovative player health tools like Play-My-Way. To top it off, the Mass. Council had the distinct privilege of co-hosting the National Council on Problem Gambling's (NCPG)'s 36th Annual Conference in Boston. Seeing firsthand the relationships that MACGH staff have built with national and international leaders across the industry was an excellent reminder of our impressive, world-class team.

This conference also brought well-deserved accolades for our Chief Executive Officer Marlene D. Warner, who received the Monsignor Joseph Dunne Lifetime Award for Advocacy. The national achievement is given to an individual who has dedicated at least 20 years of their career to improving the lives of problem gamblers and their loved ones through advocacy, research, training, and public awareness. Monsignor Dunne was a former New York Police Department chaplain and addictions counselor who founded NCPG.

Marlene has been widely recognized as an industry trailblazer – and it's not hard to see why. Despite many challenges, including weathering a global pandemic, she continues to spearhead a data-driven model of problem gambling advocacy and services. Whether it's advocating for expanded consumer protections on Beacon Hill, helping MACGH's first-of-its-kind Voluntary Self-Exclusion program, or drawing awareness concerning surges of gaming disorder, Marlene has been critical in building the Mass. Council's profile and supporting our communities. Notably, under Marlene's leadership, the Mass. Council's research and advocacy have picked up significant traction beyond the Bay State, reaching national and global audiences. Check out page 10 for details on these exciting new collaborations.

Marlene and the staff, though, understand that some of the most challenging and essential work is yet to come. MACGH is still working hard to secure additional consumer protections, player health provisions, and needed funding for services as sports betting gets implemented. However, I am confident that the Mass. Council, with its long history, outstanding staff, and many friends like you, we will be up to the challenge.

It is my pleasure to present this annual report. We are grateful to you, our supporters, for your continued interest and commitment to public health and involvement in the Mass. Council's work.

Very truly yours,

President, Dr. Martha T. Kane

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Nadja Streiter

Co-Hosting NCPG Annual Conference



MACGH CEO Marlene Warner receiving the Monsignor Joseph Dunne Lifetime Award for Advocacy.

Presenters, including several MACGH staff members, covered a range of hot-button topics, including gambling advocacy, cutting-edge telephone recovery models, the expansion of sports betting, video gaming disorder, and addressing problematic gambling in tribal, veteran, and AAPI communities. We hope that these discussions – and the in-person connections made – continue to propel our collective efforts.

MACGH proudly served as a co-host to the 36th National Conference on Gambling Addiction & Responsible Gambling in the Boston Seaport this summer. The conference marked the first return of the in-person event since COVID-19.

Over 670 healthcare professionals, researchers, regulators, policymakers, and individuals in recovery convened around the top, emerging issues in the gambling industry. The conference theme, Better Together: Advocacy, Awareness & Assistance, spoke to the integral collaborations needed to foster sustainable, effective policy and support.

CEO Marlene Warner also received the Monsignor Joseph Dunne Lifetime Award for Advocacy in the conference's annual awards program. Named after the NCPG founder and former New York Police Department chaplain, the national achievement is given to an individual who has dedicated at least 20 years of their career to improving the lives of problem gamblers and their loved ones. In remarks, Warner was lauded for her leadership in transforming MACGH into an organization that consistently reaches national and global audiences — while remaining an innovator as gambling increasingly moves digital.

During the week of the conference, our Chief Communications Officer, Phil Sherwood, was elected President of the NCPG Board of Directors, continuing the tradition of MACGH staff assuming national leadership roles around public health.



MACGH CCO Phil Sherwood and NCPG Board President addresses attendees.

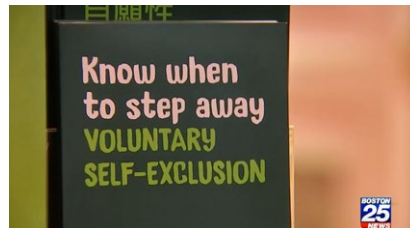
Of course, while in Boston, we couldn't pass up opportunities to introduce participants to a few sites around Beantown. Evening activities at Boston Harbor Museum and Fenway Park rounded out the conference.

We are ever so grateful to the full MACGH staff who spent countless hours preparing conference logistics and facilitating on-site events. Together, we showcased the very best of MACGH.

Problem Gambling & Gaming Trainings and Programs

Voluntary Self-Exclusion (VSE)

VSE offers one way for anyone struggling with gambling to set limits and take control. Upon enrollment, VSE participants are excluded from the floors of state casinos and advertising/marketing mailing lists. MACGH trained 69 new Designated Agents this year, ensuring more clinicians and individuals can access this powerful program. Casino patrons are also increasingly enrolling through MACGH's remote, secure online platforms, which has spurred an uptick in overall VSE enrollment. To date, over 1,000 have enrolled in the VSE program.



MACGH's commitment to those struggling does not stop with the initial VSE enrollment session. MACGH's trained professionals offer telephone recovery support for participants. Telephone Recovery Support (TRS) offers informal, guided avenues of communication in the days and weeks following VSE enrollment and often includes resource sharing and clinical referrals. Such check-ins have been upheld as the gold standard in problem gambling services and are linked to mitigating an individual's likelihood of recurrence.

Foundations in Gaming Disorder: Address at-risk gaming and Gaming Disorder, from prevention through treatment and recovery

The demand for trained professionals equipped to address gaming disorder has only grown. MACGH is proud to lead the charge in developing and implementing strategies to help clinicians and community leaders take on

IMPACT MOMENT:

"Thank you for offering telephone recovery support. This was something I truly needed to do. I lost my husband unexpectedly two months ago, and I was going to the casino more and more out of depression. I had to stop." – Marjorie

these emerging trends. More info on Foundations in Gaming Disorder: whatisgamingdisorder.com

In partnership with the Evergreen Council on Problem Gambling, MACGH conceived and developed Foundations in Gaming Disorder (FIGD). FIGD, which is expected to launch in the New Year, is the first 30-hour, on-demand accredited training around problematic gaming and gaming disorder.



Learn more about the on-demand, accredited Foundations in Gaming Disorder training set to launch in early 2023.

The asynchronous program is designed for clinicians, educators, and community leaders and serves to fill a critical public health gap addressing screen use disorder and gaming disorder. The curricula feature world-class experts such as Marc Potenza, MD, PhD, and Clifford Sussman, MD, who collectively build a knowledge base for trainees focused on the screening, diagnosis, treatment, and future of gaming disorder. Professionals nationwide can choose from three tiered levels, earning Continuing Education Units while supporting care for problematic gaming in their practices and communities.

Mental Health First Aid (MHFA)

MHFA is a course that teaches you how to identify, understand and respond to signs of mental illnesses and substance use disorders. Not only are some of our MACGH staff trained trainers, but our entire staff is on track to have all received the MHFA training!





GameSense Advisors (GSAs) are highly-trained specialists that can help players keep their gambling fun. GSAs staff information centers at the three Massachusetts casinos and manage the 24/7 LiveChat and GamLine. Armed with a diverse range of industry experiences and multilingual skills, this team serves as the first point of contact for players with gambling-related questions. GSAs draw on their expertise to help educate players about the game rules,

the odds and probability of winning, the importance of taking breaks and setting time and budget limits for gambling. Demos, brochures, videos, public speaking events, and educational games are some ways GSAs connect with communities locally and nationally. In addition to their ambassador role guiding and promoting responsible gambling, GSAs are trained to identify and assist individuals seeking problem gambling resources. Our GameSense Advisors collectively bring decades of gaming, hospitality, and mental health experience – providing robust, around-the-clock player support. Whether helping a player find a self-help group or enrolling someone in a Voluntary Self-Exclusion program, GSAs help players find the support they need.

Over the year:

Our patron interaction numbers are up across all three casino properties – totaling over 15,000 conversations. In addition, GSAs conducted more than 2,500 demonstrations. During this period, the GSAs, along with the Mass. Gaming Commission and MGM Springfield personnel successfully launched an innovative player health program called PlayMyWay.



GameSense Advisor and Training Specialist Aisha Shambley shares how meaningful connection supports safe, healthy play.



Remote Voluntary Self-Exclusion

This was our first full-year offering of Remote Voluntary Self-Exclusion (VSE) - the first in the world- which allows individuals to enter the MA's Voluntary Self-Exclusion program securely and remotely. Many of these VSEs were initiated via our 24/7 GSA-staffed LiveChat platform. Over the previous year, GSAs responded to 329 LiveChats. Of those chats, 148 were categorized as VSE-related conversations, 51 were problem gambling-related, and 230 were for general gambling-related questions or discussions.

Ever feel like you can't see the whole picture when gambling?
Let's talk!

GameSense



Setting limits can help patrons keep track of their spending and budget. And now, with PlayMyWay at all three Massachusetts casinos, this process is easier than ever.

PlayMyWay (PMW) is a new voluntary budgetary tool through GameSenseMA. Patrons can self-set a desired budget and limit prior to play. As they play — and inch closer to their limit — the slot or electronic game will begin issuing prompts to the player that they are approaching 75% and 100% of their spending limit. The easy-to-use, innovative program is for everyone, ranging from first-time casino patrons to more seasoned players.



GameSense Advisor and Training Specialist Joshua Molyneaux trained slot machine attendants at EBH and also helps take the lead on our community engagement efforts.

The program is now available at MGM Springfield, Plainridge Park, and Encore Boston Harbor. And PMW represents another milestone; Massachusetts is now the first state in the nation to incorporate responsible gaming software into every legally operated slot machine. Now slot machine players have a uniform platform to track their play at any state casino.

The program has been heralded as a success. According to state gaming regulators, over 32,000 casino rewards members have signed up for the offering.

IMPACT MOMENT:

“PlayMyWay is a big deal. Casino patrons can voluntarily commit to a budget beforehand and get real-time notifications. It’s empowering people to make informed, healthy choices.” — Linh Ho, Senior GameSense Advisor

Ready to Play My Way?

- **Insert your reward card into a slot machine or electronic gaming device**
- **Set a budget.**
- **Play!**



Daniel Miller - MGM Springfield

Gambling & Gaming Resources

Whether individuals are looking to keep their gambling safe and fun or are struggling with gambling, it can be challenging to know where to begin. MACGH proudly offers a range of resources and services. The Council strives to meet each person where they are in their journey with inclusion, compassion, and expertise.

With the legalization of sports betting — and the growing landscape of digital platforms — these offerings are increasingly sought by players and loved ones across the state, region, and globe. The Mass. Council anticipates that the potential demand for such supports could surge with the rollout of legalized sports betting in Massachusetts slated for early 2023.

GameSense Information Centers (GSICs)

The GameSense Information Centers are staffed by GameSense Advisors (GSAs) and are located on-site at all three Massachusetts casinos, providing on-site support to casino patrons seven days a week, and they can be reached remotely via LiveChat 24/7! GameSense’s award-winning approach combines responsible gaming education with interactive, engaging tools and exhibits.



GameSense Info Center at MGM Springfield

Patrons can learn about the rules and odds of the games they are playing, understand gambling myths, try out budgeting tools like PlayMyWay, and

take a break with Voluntary Self-Exclusion enrollment. The Centers are staffed by a team of multilingual GameSense Advisors (GSAs). GSAs are trained professionals experienced in gaming, customer service, and counseling and are on hand to answer questions and provide support. Several GSAs are also legal sports betting experts, providing another layer of education to new player audiences.

GamLine

MACGH’s 24/7 GamLine (1-800-GAM-1234) offers free, around-the-clock support to encourage positive play and foster recovery. The GamLine is staffed by GameSense Advisors and gives individuals a listening ear for local resources. The GamLine serves as an entry point for Voluntary Self-Exclusion enrollment as well.

LiveChat

After being launched at the onset of COVID-19, LiveChat has supported nearly 1,000 chats! The free digital platform is staffed 24/7 and allows individuals to speak with a trained MACGH employee about gambling-related questions and resources right from the Mass. Council or GameSense website homepages. Here, MACGH assists, 24/7, both those struggling with gambling and those simply looking for information on safe, healthy play.

As of this writing, LiveChat has fielded questions from over 15 countries and five continents.

To access LiveChat, reach out at [MACGH.org](https://www.macgh.org).



Recovery Groups and Outreach

MACGH's Director of Recovery Services, Jodie Nealley, regularly gives trainings and presentations to various organizations, events, and conferences. In fact, Nealley and Chief



Programs Officer Odessa Dwarika shared MACGH's innovative telephone recovery support services for Voluntary Self-Exclusion follow-up at the National Council on Problem Gambling's annual conference. Nealley also coordinates the Recovery Advisory Board, a group of peers impacted by gambling and actively working toward recovery.

MACGH staff also provides guidance and resources to anyone seeking additional support for problem gambling. The Council maintains connections

with support groups and online communities and maintains up-to-date directories for New England-based clinical and outpatient treatment referrals.



Learn more about Voluntary Self-Exclusion and how an individual can enroll. Produced by Winchester Community Access.

Jane's Story

Problem gambling can be easy to hide and hard to spot. That's why the Mass. Council scripted, storyboarded, and produced a whiteboard video highlighting the individual experience with gambling disorder. Told with candor and gratitude, Jane's Story chronicles a real-life story of recovery. The piece serves as a poignant reminder of community, hope, and the power of paying it forward.

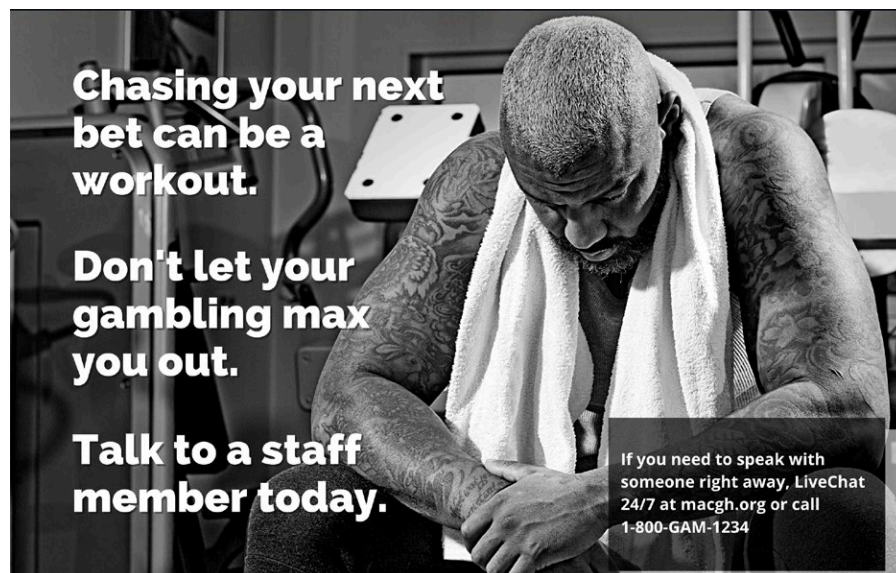
Storytelling is an impactful medium. To build on the real-life experiences from Jane's Story, MACGH created and launched Tell Your Story, a series of personal accounts from individuals who have experienced or been impacted by problem gambling.

Participants shared accounts in a quick, confidential interview process with MACGH staff. These interview transcripts were then developed into written pieces for individuals' review and approval. Submissions feature a variety of voices and vantage points: Scott, who started gambling while seeking recovery for drinking and drug use; Renée, who witnessed problematic gambling first-hand as a clinician and under her own roof; Will, who saw gambling up close as a child; and more. [Read the Tell Your Story posts at MACGH.org.](#)



Watch Jane's powerful story about her challenges with gambling.

External Partnerships



Massachusetts Department of Corrections' Office of Community Corrections

MACGH was proud to partner with the Office of Community Corrections on our GambleSafe Certified Initiative. Our short-term goal is to increase problem gambling awareness among Corrections staff by building key knowledge and skills. The long-term goal is to reduce gambling-related harm and recidivism across the state. In 2022, 145 Community Justice Support Center staff, and more than 150 probation officers have been trained on how to spot the often-hidden signs of a gambling problem and connect clients with evidence-based services and interventions. The partnership has also included marketing

culturally informed PSA collaborations. The MACGH team developed and designed large-scale posters to be displayed throughout Community Support Centers statewide. This work will continue through 2023 with an expected 350 additional Probation officers to be trained and additional education collateral to be developed.

Advocacy

When not providing expert testimony before various state legislative bodies for problem gambling services, robust consumer protections, or increased research, MACGH aggressively advocates across various mediums, including blogs, TV, targeting digital advertising, guest speaking, radio, and traditional print press. Whether promoting personal stories of those in recovery or strategically distributing resources to gamblers, we have reached millions of households this year alone. Check out the recent opinion piece calling on strong protections for legalized sports betting: [CommonWealth Magazine Editorial](#).

CEO Marlene Warner serves on the Subcommittee on Addiction Services which advises the Gaming Policy Advisory Committee (GPAC) on interventions and strategies for addiction services that the Massachusetts Gaming Commission can help support or implement.



IMPACT MOMENT:

"We are grateful for our partnership with the Mass. Council on Gaming and Health. Their team has offered excellent, timely trainings on how staff can identify the warning signs of gambling spiraling out of control – and where they can direct individuals for support. Their instruction and customized marketing materials are informative, engaging, and culturally spot-on."

— Vincent Lorenti, Director of Community Corrections, Office of Community Corrections

Institutional and Corporate Services

Whether it's capacity building, employee training, best practice assessments, and recommendations, program auditing, knowledge translation, or proprietary research, the MACGH team brings decades of real-world experience to entities throughout the world. MACGH's best-in-class responsible and problem gambling programs are ready and able to serve institutions and corporations of all kinds.

Most recently, MACGH has initiated and delivered responsible gambling training protocols and programs to sales agents and retailers at United States lotteries through the Northern American Association of State and Provincial Lotteries (NASPL). The team also offers its fully remote Voluntary Self-Exclusion program tools and services for brick-and-mortar and mobile gaming operators and regulators. MACGH's multilingual, highly-trained staff manages all facets of the program to ensure 24/7 access and support. LiveChat and GamLine provide another layer of around-the-clock services to organizations looking to educate and support players and their loved ones around game rules, strategy, and ways to minimize harm.

**Have a question?
Let's chat!**



LiveChat's Global Impact

GameSense Advisors are nationally and internationally recognized for their gaming experience and service-oriented leadership in supporting player health both on-site at casinos and on digital platforms.

Over the past year alone, GameSense Advisors have fielded gambling-related questions via LiveChat from players and their loved ones from 16 countries: United Kingdom, Canada, Netherlands, Nigeria, South Africa, France, Pakistan, India, Algeria, Malta, Singapore, Germany, Tunisia, South Korea, Japan, and China. The 24/7, 365 capabilities of the LiveChat platform allow individuals, no matter where they live in the world, to access and converse with compassionate, trained professionals.

Spectrum Gaming Group Partnership

MACGH's collaborations with global leader Spectrum Gaming Group have spanned its work to new continents. Marlene Warner, Principal of Spectrum Safer Gaming Advisors (SGGA) and MACGH staff, worked this year with governmental leaders in Australia as an outside evaluator. MACGH audited Australia's current model and partnership at the Crown Melbourne Casino. From there, the team provided recommendations for establishing responsible gambling best practices and strengthening accountability among operators and regulators.

MACGH has also brought its expertise to similar comprehensive efforts in South Asia. In India, MACGH staff conceived and proposed a responsible gambling plan for state-based operators. And in Singapore, the MACGH was asked to analyze and assess 18 global gaming jurisdictions as reference points for developing socially responsible gambling recommendations to state officials and stakeholders. Throughout these burgeoning partnerships, MACGH is building an international reputation as an experienced third-party entity providing broad-based coordination among stakeholders in gaming, healthcare, research, government, and current players.

From being a key advocacy voice with the legalization of sports betting to showcasing our programming and staff achievements, it's been a headline year.



CBS Boston interviewed Director of Player Health Ray Fluette on the potential increased demand for support services with the legalization of sports betting.

Boston Business Journal

Don't fumble a chance to discuss gambling addiction

<https://macgh.org/boston-business-journal-dont-fumble-a-chance-to-discuss-gambling-addiction/>

Casino.org

Encore Boston Harbor Implements Responsible Gaming Software

<https://www.casino.org/news/encore-boston-harbor-implements-responsible-gaming-software/>

CBS Boston

Massachusetts sports gambling bill awaits Gov. Baker's signature

<https://www.cbsnews.com/boston/video/massachusetts-sports-gambling-bill-awaits-gov-bakers-signature/#x>

GBH Greater Boston

How Will Sports Betting Work in Massachusetts?

<https://www.wgbh.org/news/local-news/2022/08/04/how-will-sports-betting-work-in-massachusetts>

Public News Service

Kids' Exposure to Sports Betting a Risky Gamble

<https://www.publicnewsservice.org/2022-09-26/youth/kids-exposure-to-sports-betting-a-risky-gamble-in-ma/a80776-1>

SportsHandle

For Responsible Gambling Advocate, College Is Tough To Get Into

<https://sportshandle.com/responsible-gambling-college-tough-addiction-counseling/>

The Salem News

Salem advocate honored for work in problem gambling

https://www.salemnews.com/news/salem-advocate-honored-for-work-in-problem-gambling/article_edd55952-0ebb-11ed-83a2-57eaf5490b14.html

Gambling News

Massachusetts' PlayMyWay RG Program to Change Gambling Industry

<https://www.gamblingnews.com/news/massachusetts-playmyway-rg-program-to-change-gambling-industry/>

US Bets

Massachusetts First State to Put Responsible Gaming Software on All Slots

<https://www.usbets.com/massachusetts-responsible-gaming-encore/>

Check out some of our favorite stories.

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- 25 regional, national, and international outlets



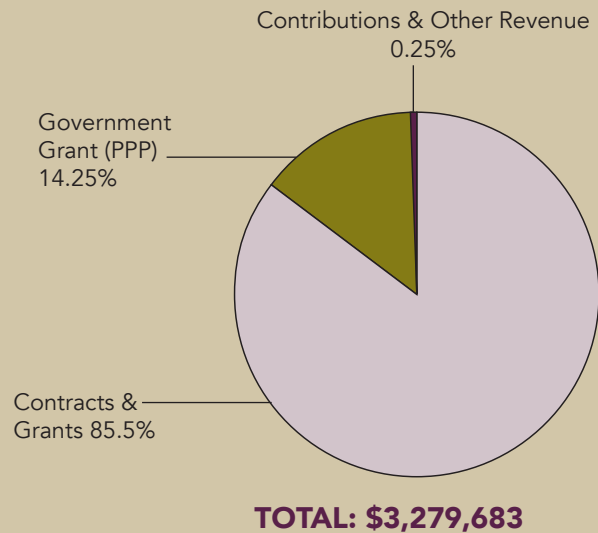
ASSETS

CURRENT ASSETS:	Cash	\$ 232,797
	Contract and Other Receivables	\$ 463,628
	Prepaid Expenses	\$ 41,144
	Total Current Assets	\$737,569
	Equipment and Property, Net	\$ 10,061
	Total assets	\$ 747,630

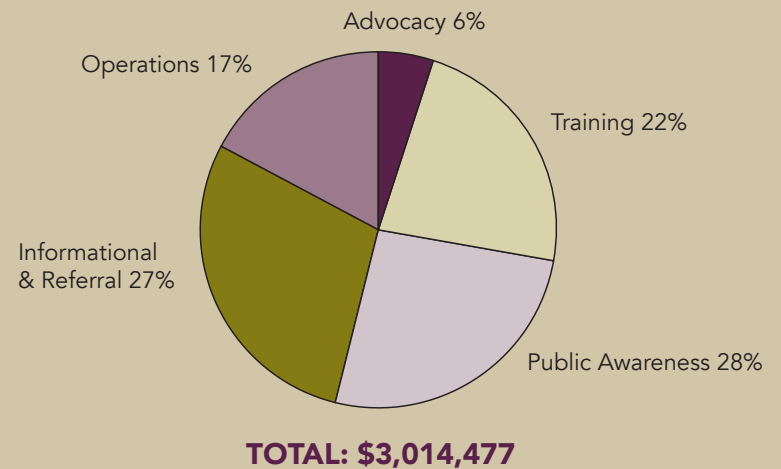
LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:	Current Maturities of Long-term Debt	\$ 87,261
	Accounts Payable	\$ 139,759
	Accrued Expenses	\$ 120,946
	Total Current Liabilities	\$ 347,966
	Note Payable, Other	–
	Long-term Debt, Less Current Maturities	\$ 146,592
	Total Liabilities	\$ 494,558
	Net Assets (deficit) Without Donor Restrictions	\$ 253,072
	Total Net Assets	\$ 253,072
	Total Liabilities and Net Assets	\$ 747,630

Sources of Revenue for FY22



Sources of Expenses by Program for FY22





The Massachusetts Council ON GAMING AND HEALTH

We Understand the Problem. We Can Help.

CONTRIBUTORS

MACGH is grateful to the following individuals and organizations who have contributed to our mission through their generous contributions.

Steve Crosby	Veronica Shumway	Marie & Mark Benko
Mark Hichar	Rhonda Martins	LiveChat, Inc.
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Philip Sherwood	Joan Friese	
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 LiveChat with us 24/7 at macgh.org

The Massachusetts Council on Gaming and Health (MACGH) is a statewide non-profit agency that promotes public health by mitigating the negative personal and community impacts of gambling and gaming.

We accomplish our mission through training and education, federal and state advocacy, research and gaming play information, and prevention and recovery programs. We serve individuals who game and gamble and their loved ones. Since its inception in 1983, the Mass. The Council has taken a neutral stance on legal gambling and gaming and worked with key stakeholders such as gaming operators, vendors, regulators, clinicians, people in recovery, and other community-based agencies.